

27 November 1974

MEMORANDUM FOR: Associate Deputy Director for Intelligence  
SUBJECT : Post-Audit of Finished Intelligence




1. This responds to your memorandum of 10 September 1974 instructing me to chair a small task group for the purpose of conducting a post-audit of finished intelligence produced during the last half of FY 74. Specifically, you indicated that the purpose of this review was "to determine how well the Agency's products are meeting the needs of US policymakers primarily in terms of value, relevancy, and timeliness, but also in terms of format and design." All CIA-produced finished intelligence publications were to be considered, with the exception of the PDB, the NID, the NIB, Watch Reports, and crisis task force Situation Reports.

2. Our attempt to begin this tremendous undertaking is recorded in the attached materials. A brief "executive summary" precedes the main report. The report itself attempts only to sketch our observations and conclusions. We also have proposed certain recommendations. Next are 15 attachments containing a more detailed presentation of various kinds of data. Much of this information had not been compiled before; it was essential to the completion of this audit and should be helpful in future study and reviews. Tabs G, H, and I contain many observations, comments, and commendations regarding particular finished intelligence publications.

3. As we understood our task, our judgments were to be independent, yet we were to make use of the advice and expertise of designated office "contact" persons. Our report is to make a new contribution to the literature concerning the evaluation of finished intelligence, and we were to make maximum use of existing mechanisms and materials. Further, one purpose of the undertaking is to discover and display what is being produced and how it is now being evaluated by consumers, particularly regarding value and relevancy. Finally, we were enjoined not to approach consumers/policymakers directly, but to the extent that this is necessary, work through the existing National Intelligence Officer system.

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4. This report could only have been completed with the assistance of the office contact persons. Not only did these people provide information as requested, but they each made themselves available for lengthy interview sessions regarding their Office's production. We on the audit group tried to make the entire exercise as painless as possible, consistent with the requirements of the process, and--based upon the reactions we received from most contact persons--we believe that we have been successful in that regard. Efforts have been made to ensure that the materials provided by the offices and our characterizations of these are as accurate and fair as possible; however, no formal coordination has been sought or accomplished.

5. Various other people have been helpful, and certain of these have been cited at appropriate places in the Attachments. My colleagues on the three-man audit group-- from DDS&T and  from the NIO mechanism--participated in the interview process and provided various other assistance. The material from the National Intelligence Officers was compiled by  Since audit group members worked part time on this project in addition to their usual work assignments, their other audit-related activities were necessarily limited.

6. All members of the Group concur in the executive summary, agree with the thrust of the report, endorse report recommendations, and accept the general content of the Attachments.

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Chairman, Audit Group